Keel & Crane Supply

Profit Bridge

November 29, 2026

This year to the plan · earnings by driver · a bar is one step · as of Sep 30, 2026. Profit Bridge, from the company file.

The 80/20 Institute

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How to read this page

Sample company. These aren't your numbers.

Profit Bridge. Baseline $5.5M. Sized plan $2.5M. Actual $1.6M. Target $7.7M. Ahead $332.1K. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

A blank stays off. Nothing here posts.

The bridge

Sized plan $2.5M. Counted once from sourced lines. The line total matches.

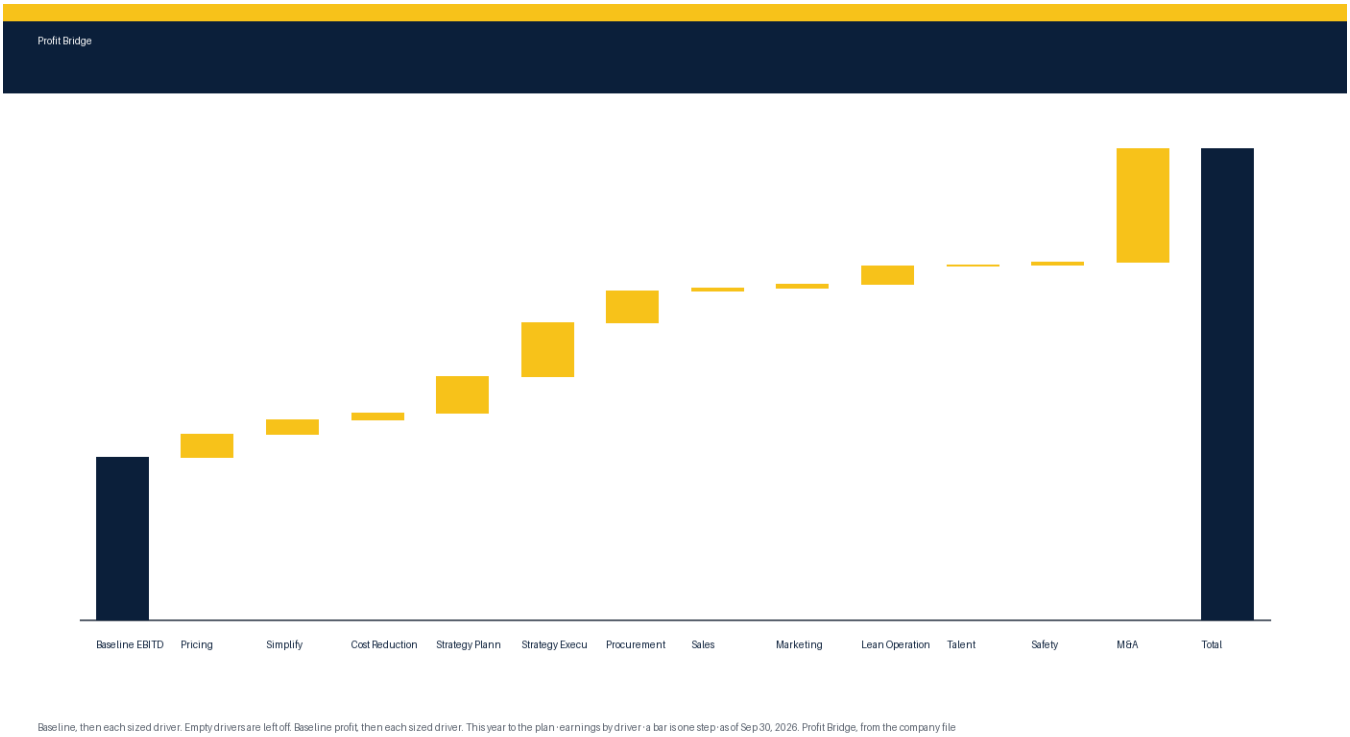
Baseline EBITDA $5.5M.

Sized plan $2.5M.

Recorded actual $1.6M.

This year to the plan · earnings by driver · a bar is one step · as of Sep 30, 2026

Profit Bridge, from the company file



Baseline, then each sized driver. Empty drivers are left off. Baseline profit, then each sized driver. This year to the plan · earnings by driver · a bar is one step · as of Sep 30, 2026. Profit Bridge, from the company file

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Profit Bridge

Source	Plan	Actual	Status
Pricing	$766.8K	Not recorded	at_risk
Simplify	$486.8K	Not recorded	at_risk
Cost Reduction	$248.2K	Not recorded	at_risk

Source	Plan	Actual	Status
Strategy Planning	$1.2M	$990K	On track
Strategy Execution	$1.8M	$1.2M	On track
Procurement	$1.1M	$1.1M	On track
Sales	$117.8K	Not recorded	at_risk
Marketing	$117.2K	Not recorded	at_risk
Lean Operations	$600K	$460.5K	On track
Talent	$63.2K	$53.8K	On track
Safety	$80.9K	$70K	On track
M&A	$3.8M	$3.8M	On track

Initiatives

Initiatives and dollars

Initiative	Owner	Plan	Actual	Note
Raise prices on low-margin small accounts	Sales lead	Not yet sized	Not recorded	
Serve small accounts at lower cost	Operations lead	Not yet sized	Not recorded	
Sell more top products to top customers	Customer service lead	Not yet sized	Not recorded	
Hold the price floor on core accounts	Luis Ortega	Not yet sized	Not recorded	
Visit every core account this quarter	Luis Ortega	Not yet sized	Not recorded	
On-time delivery back to the goal	Nina Petrov	Not yet sized	Not recorded	
Exit the unprofitable tail	Nina Petrov	Not yet sized	Not recorded	
Gross margin holds at the year plan	Elliot Marsh	Not yet sized	Not recorded	
Receivables inside terms	Elliot Marsh	Not yet sized	Not recorded	
A backup named for each lead seat	Grace Okonkwo	Not yet sized	Not recorded	
Open seats in the largest crew	Grace Okonkwo	Not yet sized	Not recorded	

Initiative	Owner	Plan	Actual	Note
One new offer f or core account s	Ben Ito	Not yet sized	Not recorded	
Second quote o n the top two ve ndors	Nina Petrov	Not yet sized	Not recorded	
Forecast only d eals with a date and a way out	Luis Ortega	Not yet sized	Not recorded	
Name the wallet the largest acco unt buys elsewh ere	Luis Ortega	Not yet sized	Not recorded	
Name the step t hat sets the pro mise date	Nina Petrov	Not yet sized	Not recorded	
Hold a weekly l ook at scrap or callbacks	Nina Petrov	Not yet sized	Not recorded	
Close the mont h by the eighth working day	Elliot Marsh	Not yet sized	Not recorded	
Cash and the c ovenant on the f irst page	Elliot Marsh	Not yet sized	Not recorded	
Finish the quart erly reviews that are still blank	Grace Okonkwo	Not yet sized	Not recorded	
Decide the seat that has stoppe d growing	Grace Okonkwo	Not yet sized	Not recorded	
Write the stop r ule before the n ext offer is fund ed	Ben Ito	Not yet sized	Not recorded	

Initiative	Owner	Plan	Actual	Note
Take dead items off the quote form	Ben Ito	Not yet sized	Not recorded	
One-page pack signed for the last month	Dana Voss	Not yet sized	Not recorded	
Red scorecard rows have an owner	Dana Voss	Not yet sized	Not recorded	
Second source named for the single-source part	Nina Petrov	Not yet sized	Not recorded	
Walk away from the quote below the floor	Luis Ortega	Not yet sized	Not recorded	

Which item that stepped aside holds the dollar

This year. Each bar is a dollar that stepped aside. A blank stays off. A loss stays off. A known zero stays on. The longest bar holds the most. Nothing here is added or subtracted.

pricing · Bearing kit 01 holds $739.1K. pricing · Bramble Facilities 81 holds $2,373.

Each bar is a dollar that stepped aside and is not in the plan. It is not added and not subtracted. A blank stays off. It is not stored as zero. A loss stays off. A known zero stays on the chart. Two amounts for the same item are one bar. The longest bar holds the most. The chart shows the eight largest. The rest stay on the list.